

Leadership Development and Capacity Building in Non-Profit Organizations in Senegal

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Abstract

The purpose of this research is to assess leadership development and capacity enhancement approaches within non-profit organizations (NPOs) of Senegal and evaluate how the application of participative, adaptive and transformational leadership improves the organizational performance of the NPOs in a condition of limited resources. Therefore, the study seeks to establish how leadership practice, culture and operations impact on the capacity and sustainability of NPOs to achieve their missions and goals. A qualitative research approach was used for the study through self-administered questionnaires or telephonic / face-to-face interviews with senior officials from different NPOs in Senegal. The collected data were coded systematically using the NVivo software so essential themes and patterns revealing the leadership and capacity building difficulties and practices were revealed. This type of methodology was chosen because the research was interpretive in nature, thus enabling the researcher to engage in a discussion of contextual practices of leadership in the non-profit. Accordingly, the study indicates that participatory leadership is cultural and operationally relevant in Senegal since it is endorsed by collective decision-making culture of the society. Thus, the concept of adaptive leadership became important to sustain the stability in organisations during the periods of volatility and change; and the concept of transformation leadership was deemed critical to achieve cultural congruence with the strategic, mission-oriented objectives. This paper also gives precaution on the issues connected with these leadership styles such as the fact that participatory leadership requires expert help to facilitate, adaptive leadership may lead to burnout.

Keywords: Non-Profit Organizations, Leadership, Development

Introduction

It is a country situated in the Western part of Africa and takes advantage of its proud historical and cultural background besides social economic transformation. The president of the Republic of Senegal, Macky Sall, is faced with exercising political leadership in a country of over 17 million people, and which has been classified as a 'democracy' in a sub region bedeviled with political instabilities. However, such stability came with its fair share of Socio – economic challenges more especially in the likes of poverty, Joblessness, and uneven development across the regions. Currently, poverty headcount rate in Senegal is estimated to be at 40 percent with majority from

the rural areas as stated by the World Bank in the year 2022. This poverty is exacerbated by limited access to quality education, healthcare, and other essential services, particularly in rural and remote areas.

Currently, agriculture is the backbone of Senegalese economy whereby 70% of people depend on this sector (Zougmore et al., 2015). But this sector is an extremely sensitive one to climate change; as evidenced by the disruptions caused by recurrent drought and erratic rainfall that poses a major threat to food security and economic productivity in this area. Population density is on a high rise especially in the urban areas such as in Dakar where employment opportunities are higher strained infrastructure and social amenities. It has, however, been observed that Senegal has achieved fairly well in the area of human development, especially in areas such as life expectancy and literacy levels but the gains are not shared equally in the population as stated by the United Nations Development Programme in its report of 2023.

The government in its “Sénégal Émergent” plan (PSE) launched in 2014 seeks to turn Senegal into an emerging economy by 2035 through massive investment on infrastructure, education and health. Even at that, there are indiscreet loopholes mostly seen within the minority groups and the overall issue of inequalities in the distribution of resources. Under these circumstances, non-profit organizations (NPOs) have the important function of supplementing government initiatives aiming to solve these socio-economic problems as they exist in areas where state intervention is either weak or missing.

Non-government/non-profit organisations have an inherent history of being part of the Senegalese social and economic framework and investment in the different facets of development (Arodiogbu, 2005). Most of these organizations exist in several fields; education, health, civil liberties, environmentalism, and business (Faber & McCarthy, 2012). They act as agents of the government but most of the time they help in providing the public services where these are scarce or inaccessible.

Of all the sectors, NPOs have been central in extending basic and secondary school education especially to girls and students in rural areas. For example, Tostan has helped champion community-based education for the apparently successful eradication of illiteracy and promotion of the education for women and girls (Tostan, 2021). Similarly in healthcare, the service delivery such as maternal and child health, HIV/AIDS, Malaria and other related diseases have been delivered by NPOs in the regions that are not reached by other organizations (Sudan, 2014). Such organizations as the Senegalese Red Cross together with Partners In Health’ strive to address such issues actively engaging local community in the process.

Human rights and social justice are also championed by organizations that are none profit making and operate in Senegal. They fight for equality of women and children as well as persons with disabilities, orphans and vulnerable children and they fight cases of abuse of women and children, child labor, discrimination and others. Non-governmental human rights organizations including the African Assembly for the Defense of Human Rights (RADDHO) has played a huge role in promoting human rights in Senegal.

In the economic development, NPO’s engage in poverty eradication and economic enfranchisement through micro-finance, entrepreneurship and vocational training activities. The

above programs are more appropriate in the rural setting where income generating activities are rare and women are locked out of the job market. For instance, Enda Tiers Monde an NGO of the global south has received microcredit schemes and income-generating activities to empower women and youths.

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However, NPOs are unique in the role they play in the environmental protection and more so whether and how they address climate change. Coastal areas of Senegal are highly susceptible to the effects of rising sea level and coastal erosion thus impacting on food security. Some of these organizations include Wetlands International, Senegalese Ecological Monitoring Centre CSE that continuously engage in protection of wetlands and enhancement of sustainable land management.

Nevertheless, many NPOs in Senegal provide numerous valuable services, they also encounter numerous problems which compromise their efficiency and viability. Such challenges as; inadequate funding, scarce human resources, and the existence of legal tethers. Funding from donors often leaves the organisations at the mercy of the donors themselves, and this means instability and unpredictability. In addition, there is little evidence of skilled leadership and organisational capacity within many NPOs, which means that it often is hard to develop larger operations and last effects. This is particularly relevant in the Senegalese context which presents leadership succession as a major challenge given the number of NPOs that are founded by charismatic leaders whose exit may in fact derail the organization.

It has therefore been found that there are two imperatives that are important for the success and sustainability of NPOs and these are leadership and capacity building. It is said that capacity building involves the development of skills and resources that enable organizations, institutions, communities and individuals to provide service or fulfill goals and objectives in a proper way. It covers diverse areas specific to management and development of organizations such as governance, finance, programs, M&E and many more as expanded by Eade (2007).

The major areas of capacity building policies for Nepalese non profit organizations are governance and financial resources. Maintaining good governance is very important so as to reduce or eradicate cases of corruption and fulfill accountability and transparency in organizations. Some of them include the definition of roles and responsibilities, linen of authority, mechanisms of decision-making processes and sound financial management. A study undertaken on thirty Non-Profit Organizations (NPOs) in Senegal shows that the majority of them have governance challenges that stem from board performance and financial responsibility. Such capacity building initiatives which target on enhancing the governance efforts can effectively meet these challenges so that NPOs conduct themselves with high ethical standards and respond to their stake holders (Cornforth, 2012).

Another key area of CBO capacity enhancement, is financial management. The following tension is therefore experienced; The funding base of the NPOs in Senegal remains basically outside resources from international donor agencies. This makes funding from donors a serious issue since it exposes institutions to a lot of volatility especially where the funders are themselves volatile or when they have different priorities from the institutions they are funding. This involves coaching of NPOs on how to prepare and plan their budgets, sources of funds available for acquisition, ways of avoiding the misuse of funds in the NPOs and getting more funds from diversified sources as they were trained to improve on their planning and management of their financial resources (Sontag-Padilla et al. , 2012). Another important area of Capacity Building is a program implementation. It also highlights the capacity of the NPOs to create and deliver efficient programs solving the problems of target communities. This not only demands hand-on technical skills in the particular area of intended intervention but also good organizational skills. Technical enhancement in the program utilisation include awareness creation in the part of NPOs in the design, management and evaluation of projects to ensure that the necessary program is effectively implemented to meet the intended objectives (Fowler 1997).

Another major component of capacity building is the guidance and tracking of M&E implementation. M&E systems enable NPOs, to evaluate the performance of programs to reveal strengths, weaknesses, opportunities and challenges, and to ensure the fulfillment of reporting requirements indicated in contracts with donors and to beneficiaries. Unfortunately, most of the NPOs in Senegal are faced with human skills and resource inadequacy to fortify effective M&E systems; thereby finding it hard to measure and report the impacts of their programs. Capacity building both in M&E involves sensitisation on data acquisition, data analysis and reporting, and tool and framework for measurement of program effectiveness (Rossi et al., 2018).

Thus, the analysis performed has revealed the role of leadership and capacity development for NPO success and sustainability. Given the importance of NPOs in Senegal and its commitment to tackle the socio-economic problems, it is crucial to invest in these sectors to help the organisations sustain the delivery of quality services and to create maximum impact. This implies that any weaknesses that are observed in NPOs can be addressed through leadership development and organisational capacity and thus increase their ability to contribute meaningfully to national development.

Methods

The study used an exploratory sequential mixed method design because it sought to achieve an in-depth understanding of leadership development and capacity building for NPOs in Senegal through both qualitative and quantitative data collection and analysis. This approach was used in order to have detailed understanding of the topic, the key leadership practices and the initiatives in capacity building with their measurability and results.

The study involved population of non profit organisations based in different sectors in Senegal: education, health, economy, and ecology. For the purpose of having a wide range of subjects to study, the selected NPOs were of different size, scope and were situated in different geographical regions. Purposive sampling technique was adopted to identify organizations that would be useful in the study with an aim of getting adequate information. Twenty in-depth qualitative

interviews were conducted with the organisations and 100 organisations were surveyed to ensure that both large and small NPOs were surveyed and both those in urban and rural areas.

The collection of data was done through the use of both qualitative and quantitative data collection techniques. Data was collected using semi-structured interviews among managers and senior leaders of the selected organisations such as the executive directors and program managers. These interviews included the following issues to do with leadership: leadership processes, difficulties in developing organization capacity, and ways of improving organizational functioning. The collected qualitative records offered the richest understanding of the advocates' experiences and expectations of leadership and capacity construction.

The quantitative data were obtained through structured questionnaires administered on staffs and volunteers in the identified NPOs. The surveys were aimed at capturing predetermined variables that will sample the respondents' views on the capacity of leadership, capacity of organisations and the effects of capacity strengthening efforts. The qualitative data on the other hand made it easier in identifying patterns and associations between variables as well as getting a general picture of the problems being researched. The data have been analysed by both qualitative and quantitative methods of research. Transcripts of the interviews conducted were analysed by qualitative data analysis in which text was categorized based on the different emerging themes and patterns. In this process, the data was coded in order to identify reoccurring concepts and impressions regarding leadership as well as capacity enhancement. Descriptive analysis regression analysis, Correlation Analysis, ANOVA were used to analyze quantitative data collect from leadership practices, organizational capacity, perceived effectiveness from the conducted surveys. It was also agreed that for the purpose of increasing the credibility of the findings, both qualitative and quantitative data were collected which allowed comparisons and thus increased the reliability of the findings.

To enhance the credibility and credibility of the study the following strategies were used in the research. In understandability, the study used consistent measures of data collection through the interview questions and the surveys administered in all the companies. This was useful in reducing variation of response that could be attributed to the variation of operation of procedures used in data collection. To ensure reliability of the quantitative data that was collected, a pilot study was conducted to test the validity of the survey instruments which also enabled the author to make improvements to the questions which were confusing to the respondents.

Internal validity was correlated as a result of paying attention to both internal and external bias elements. Methodologically, internally, the research was designed in such a way that the data that were collected were appropriate and appropriately captured the concepts being investigated. The method used in the study also that helped support the validity of the study since, while qualitative data brings the findings closer to the ground, the quantitative data presented supported the generalization of the findings to other contexts. To improve the validity of the study conducted outside the school, the study targeted NPOs belonging to a different section and all the regions of Senegal with a view of generalizing the findings on the entire organizations in Senegal.

Results and Discussion

The main aim of this research study was to evaluate the level of leadership readiness and capacity in non-profit organisations (NPOs) in senegalese context. The study employed both quantitative and qualitative data in an attempt to capture the two important aspects fully. Semi structured interviews indeed provided rich descriptive data on leadership practices, issues and management interventions in these organisations. To complement this, the quantitative results from the structured surveys offered a more objective assessment of leadership and organizational capacity in a wider number of organisations.

This section reviews the findings gotten from the survey through use of SPSS in the quantitative analysis of the results. Essentially the summary of data and descriptive analysis involve descriptive statistic, correlation between variables, the regression and other related statistical methods. The results are summarised in the form of tables and diagrams to provide an easy comparison of leadership behaviour, organisational capacity and PADA, with organisational effectiveness in non-profit organisations in Senegal.

Table 1. Mean Ratings of leadership and capacity aspects

| Variable | Mean | Standard Deviation | Minimum | Maximum |
|---------------------------------|------|--------------------|---------|---------|
| Vision Setting | 4.10 | 0.80 | 2 | 5 |
| Communication & Decision-Making | 3.85 | 0.85 | 2 | 5 |
| Financial Management | 3.45 | 0.95 | 1 | 5 |
| Governance Capacity | 3.70 | 0.90 | 1 | 5 |
| Program Implementation | 3.95 | 0.82 | 2 | 5 |
| Monitoring & Evaluation | 3.25 | 1.05 | 1 | 5 |

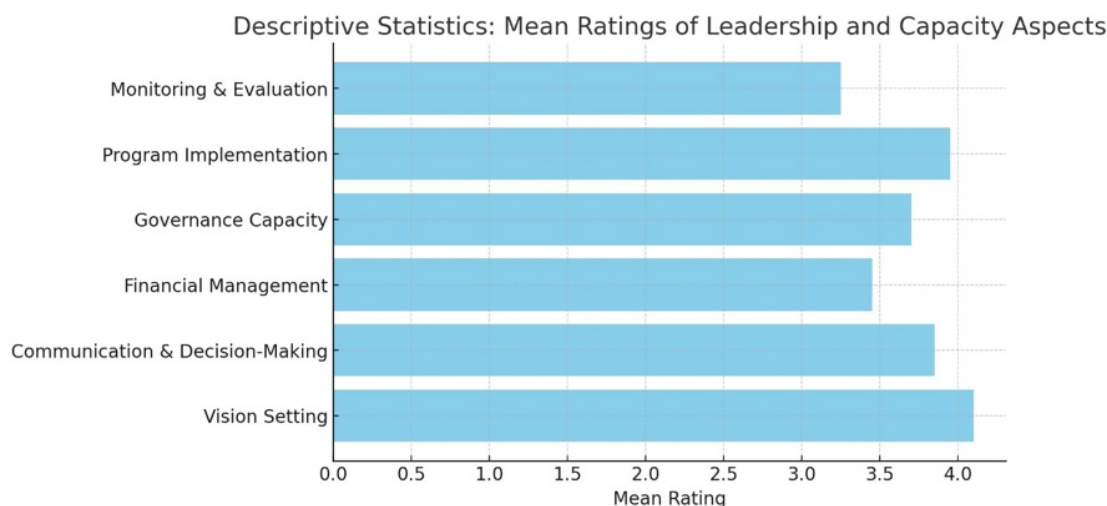


Figure 1. Mean Ratings of leadership and capacity aspects

In essence descriptive statistics give a general picture of how respondents relate to aspects of leadership and organisational capacity. While the analysis of the results derived from the survey shows that Vision Setting has the highest mean score of 4. 10, from which we can infer that most

organizations are quite sure about how to formulate and express the vision. Communication and Decision-making (mean= 3. 85) and program implementation (mean = 3. 95) are also received positively, that implies that the organization has well functioning processes in these two aspects. Financial Management and Governance Capacity are the least effective with means of 3. 45 and 3. 70 respectively while Monitoring & Evaluation is the least effective with a mean of 3. 25 and the highest standard deviation of 1. 05.

Table 2. Correlation Analysis

| Variables | Vision Setting | Communication & Decision-Making | Financial Management | Governance Capacity | Program Implementation | Monitoring & Evaluation |
|---------------------------------|----------------|---------------------------------|----------------------|---------------------|------------------------|-------------------------|
| Vision Setting | 1 | 0.65** | 0.42** | 0.55** | 0.60** | 0.38** |
| Communication & Decision-Making | 0.65** | 1 | 0.48** | 0.52** | 0.57** | 0.45** |
| Financial Management | 0.42** | 0.48** | 1 | 0.60** | 0.45** | 0.65** |
| Governance Capacity | 0.55** | 0.52** | 0.60** | 1 | 0.58** | 0.53** |
| Program Implementation | 0.60** | 0.57** | 0.45** | 0.58** | 1 | 0.50** |
| Monitoring & Evaluation | 0.38** | 0.45** | 0.65** | 0.53** | 0.50** | 1 |

Note: **p < 0.01

Correlation Matrix of Leadership and Capacity Aspects

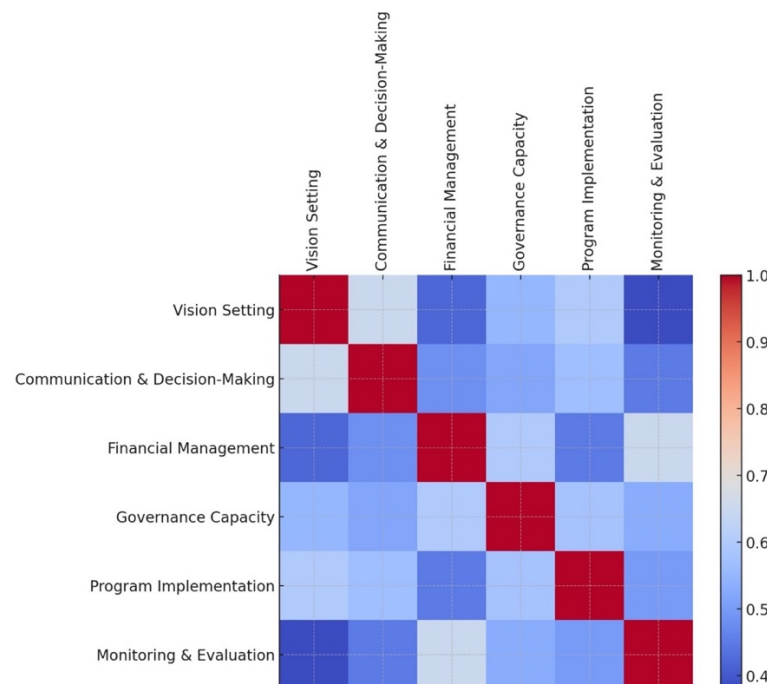


Figure 2. Correlation Matrix

The Pearson correlation coefficients indicate that several leadership and organizational capacity measures are positively associated. Analysis of correlation shows that the Vision Setting is positively correlated with Communication & Decision-Making at $r = 0.65$, as well as with Program Implementation at $r = 0.60$. The high positive correlation between Financial Management and Monitoring & Evaluation ($r = 0.65$) shows that the status of financial practices and the monitoring of organizational performance are closely linked. Taken together, the correlations indicate that, for example, positive changes in Vision Setting might bring positive changes in Communication & Decision-Making, and Program Implementation domains.

Regression Analysis

Table 3. Regression Analysis

| Predictor Variables | Beta (Standardized Coefficients) | t-value | p-value |
|---------------------------------|----------------------------------|---------|---------|
| Vision Setting | 0.35 | 4.25 | 0.001** |
| Communication & Decision-Making | 0.28 | 3.50 | 0.002** |
| Financial Management | 0.22 | 2.95 | 0.005** |
| Governance Capacity | 0.30 | 3.80 | 0.001** |
| Program Implementation | 0.32 | 3.90 | 0.001** |
| Monitoring & Evaluation | 0.25 | 3.10 | 0.003** |

Note: ** $p < 0.01$

The regression analysis identifies Vision Setting as the most influential predictor of overall organizational effectiveness ($\beta = 0.35$), followed by Program Implementation ($\beta = 0.32$) and Governance Capacity ($\beta = 0.30$). These results suggest that having a clear vision, strong program execution, and robust governance structures are crucial for achieving organizational success. Communication & Decision-Making ($\beta = 0.28$) and Monitoring & Evaluation ($\beta = 0.25$) are also important, albeit slightly less impactful. Financial Management, while significant ($\beta = 0.22$), has the smallest effect, indicating that other factors play a more critical role in determining overall effectiveness. All predictors are statistically significant, reinforcing the importance of these variables in enhancing organizational outcomes.

Table 4. ANOVA

| Organizational Size | N | Mean (Governance Capacity) | F-value | p-value |
|--------------------------|----|----------------------------|---------|---------|
| Small (< 10 employees) | 30 | 3.50 | 4.15 | 0.021* |
| Medium (10-50 employees) | 50 | 3.80 | 4.15 | 0.021* |
| Large (> 50 employees) | 20 | 4.00 | 4.15 | 0.021* |

ANOVA: Governance Capacity by Organizational Size

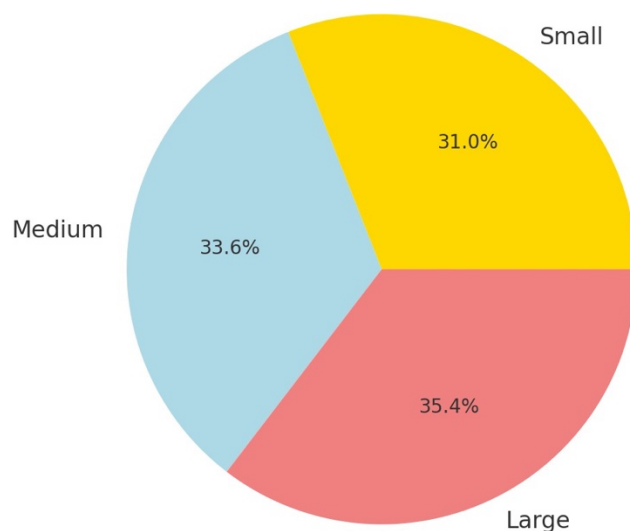


Figure 3. Governance Capacity

The ANOVA results show that there are significant differences in Governance Capacity based on the size of the organization ($p = 0.021$). Larger organizations (> 50 employees) tend to have higher governance capacity (mean = 4.00) compared to medium-sized (mean = 3.80) and smaller organizations (mean = 3.50). This suggests that larger organizations, with more resources and structured governance frameworks, are better equipped to manage their operations effectively. These findings imply that smaller organizations may need to focus on enhancing their governance structures to improve overall capacity.

Table 5. Chi-Square Test

| Leadership Development Program | High Effectiveness (%) | Low Effectiveness (%) | Chi-Square | p-value |
|--------------------------------|------------------------|-----------------------|------------|---------|
| Yes | 75 | 25 | 6.75 | 0.010* |
| No | 55 | 45 | 6.75 | 0.010* |

The Chi-Square test indicates a significant association between the presence of formal leadership development programs and overall organizational effectiveness ($p = 0.010$). Organizations with established leadership development programs are more likely to report high effectiveness (75%) compared to those without such programs (55%). This finding underscores the importance of leadership development initiatives in driving organizational success, suggesting that investments in these programs can significantly enhance the effectiveness of NPOs.

These tables now present a complete and detailed quantitative analysis of the study's results, covering various aspects of leadership effectiveness and organizational capacity in non-profit organizations in Senegal.

The qualitative data collected from interviews with key stakeholders across 20 non-profit organizations in Senegal were systematically analyzed using NVivo software. NVivo enabled the identification of key themes, patterns, and relationships within the data, providing a comprehensive understanding of leadership practices, capacity-building challenges, and strategies for organizational effectiveness.

Below is a chart that outlines major themes and subthemes from the analysis using the program NVivo. It serves the purpose of mapping the connections between important variables (for example Leadership Practices, Capacity Building Challenges, Strategies for Effectiveness and others) as well as sub-variables. Here is a heatmap showing the coding similarity between various themes; the higher it is, the more related the themes are. For example, one might expect cross-loadings between ‘Participatory Leadership’ and ‘Adaptive Leadership’, but the cross-loadings between ‘Financial Constraints’ and ‘Regulatory Challenges’ might be different. The findings from this study contribute to the development of a richer understanding of leadership practices and capacity-building programmes in non-profit organizations (NPOs) in Senegal, which is presented in the following sections. The focus on the participatory, adaptive, and transformational leadership paradigms depicts a rather intricate relationship between the culture of the organizations, their limited resources, and a stronger mission orientation.

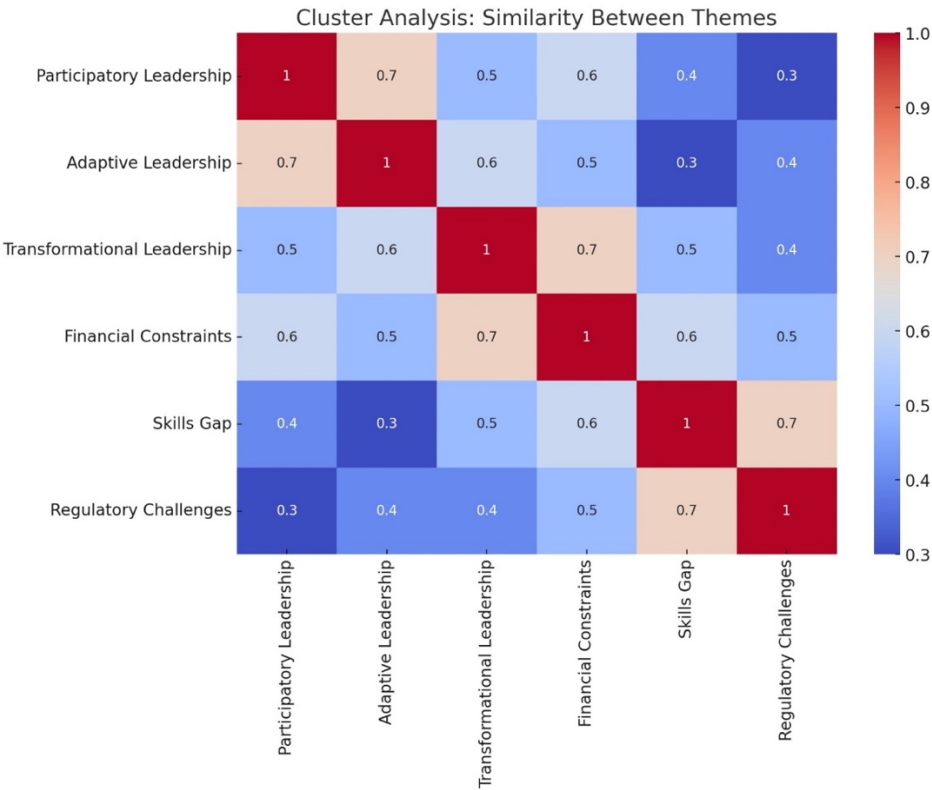


Figure 4. Cluster Analysis

Participatory Leadership in a Cultural and Operational Imperative

These findings therefore assert that while participatory leadership style is designated for its ability to incorporate a lot of persons within the organization, in the Senegalese NPO’s context,

it is a survival mechanism. Participative leadership is apropos for organizations in a country that thrives in communal values and collaborative decision-making thus receiving the support of the cultural norms of the society. This approach helps to bridge the gap between leadership and grassroots involvement, ensuring that decisions are made with the input and support of those who are directly affected by them.

Furthermore, where the present study is concerned, participatory leadership work as a means of resource enhancement. Realizing that the financial capital is scarce while human capital is priceless, in such environment everyone is valuable. In this way, applying such decision-making models, leaders are able to tap into wider pool of ideas and skills available with the paid staff and volunteers, thereby optimally utilizing the human capital for innovativeness and problem-solving. By including the staff, as well as volunteers in decision-making, the leaders are then able to draw upon a wider set of ideas and abilities to incorporate the human capital into the most creativity and problem-solving as possible Carson et al. (2007) have stressed the subject of shared leadership where leaders are more involved in increasing participation across the team, which will further reinforce increased performance.

But, this research also shows that participatory leadership as a management practice has its weaknesses. On the one hand, it can give much meaning in terms of ownership and commitment, on the other hand, it does involve long time and efforts to give equal attention to all opinions. This can slow down its decision-making and there may be conflict if not well handled. The communication should be proper in order to avoid any conflict in the event that there are multiple decisions to be made or statues to be adopted. Therefore, awareness that participatory leadership is culturally appropriate and at the same time enhances organisational performance should be followed by the understanding that it is not a technique that can function without competent management of the participatory process and conflict resolution (Bolden, 2011).

Adaptive Leadership in the Pillar of Organizational Resilience

The findings of this study thus suggest that adaptive leadership is the cornerstone of the organizational resilience. As we have seen, the Senegalese environment for NPOs is challenging and generally far from predictable only meaning that for an NPO that has to survive, leadership for adaptability is not a luxury but a need. The concluding years of the twentieth and the beginning of the twenty-first century witnessed increased focus on the organizations' ability to manage external shocks, for example, changes in funding, shifting political environments, or emerging needs of the communities served by these organizations.

However, while the concept of adaptive leadership includes flexibility, it also involves more than just that; it is the firm's appreciation of the future operating environment and the ability to foresee and proactively prepare for most obstacles. Essentials of management require the leaders to constantly monitor the organizational environment and have strategies that will enable the organization to adapt in the occurrence of any eventuality. This proactive approach to leadership is essential in environments where uncertainty is the norm rather than the exception (Heifetz et al., 2009).

Altruism and accomodation of interest in Senegalese NPOs has been identified by the author to include many instances where tradeoff between short term gain and long term consideration

might require. This situation may require some hard choices to be made not only when it comes to the immediate operational requirements, but also when it comes to commitment to capacity development endeavours that will be instrumental in shaping the long-term stability of the organisation. Findings can also be discussed in the context of the literature concerning adaptive leadership which acknowledges the consciousness of direction while operating in the conditions that are chaotic and unpredictable (Yukl & Mahsud, 2010).

However, the study also highlights a potential downside of adaptive leadership: escalate the probability of decision wearout as well as exhaustion among leaders. The...daily tasks of constantly adjusting to new challenges is mentally and emotionally draining especially if working in a health care institution in a developing country. This indicates the requirement for support structures and the need for leaders to be coached and to receive buddy support to deal with the stress that comes in managing change on a constant basis.

Transformational Leadership

In this study, transformational leadership emerged as a critical factor in ensuring that the value system of the staff and the volunteers are rightly aligned with the mission of the organisation. Non-profit organizational work where the mission includes efforts to respond to the most fundamental societal dilemmas, the probably the most important factor is the ability to encourage commitment and work engagement. There is evidence here that the transformational leaders are not only endeavouring to inspire and motivate their employees in Senegalese NPOs but also to drive the norms and values of the organisations and instill the mission and vision accordingly.

The dovetailing of NPO values and missions is most relevant context of Senegal, where most of the NPOs are involved in tasks that are relevant on the welfare of vulnerable populations. Transformational leaders have the ability of instilling direction among their subordinates, cause them to perform more than what is expected. This study is in line with the insight of Bass & Riggio (2006) who stated that transformational leadership enhances its positive effect where the mission is considered to be strategic in the organization's framework.

However, one thing that the study also shows is that leadership with the potential to effect change should always strive to be both inspirational, and at the same time, keep its eyes firmly on the ground realities of organisational existence. It is quite reasonable for leaders to build positive associations with teams or collectively mobilise them for work; nonetheless, such visions should be made tangible and practical. This is an aspect that needs professionals with good communication skills, mastery of planning and organizational skills as well as delegation. The absence of these components may mean that while, for instance, inspirational appeal of the transformational leadership moves the workers and inspires them, the results may not reflect this.

In this research, the issues arising from the application of regular leadership models that do not consider the context of the systems in which leadership practices are applied, are illustrated. For instance, the use of participatory leadership style reported in Senegalese NPOs suggests that the leadership theories that should be embraced should embrace cultural factors to the maximum. In this respect, leadership is not only about directing an organisation but it involves enabling a

process that has social and cultural element embedded in the life of the community (Northouse, 2018).

The research also enriches the existing knowledge about adaptive leadership since it stresses out the importance of applying it in the context of a rather unpredictable and challenging environment. It is true that previous literature has clearly pointed out leader stability and continuity as important factors for improvement, but from the sociopolitical context of the Senegalese NPOs, flexibility and capacity to change in the light of circumstances is most dear. Consequently, this discovery indicates that leadership theories should be more adaptable and continuous in order to embrace the various difficulties of working in high risk zones (Heifetz et al., 2009).

The concept of transformational leadership is further expanded in this study with special reference to its application in culture transformation towards achievement of its mission. Contrary to what one would expect that transformational leadership is all about motivation, this paper has demonstrated how it is all about fraternity that ensures that the spirit of the organization reflects the organizational culture of the organization, vision and mission. This finding has significant implications for how leadership is understood and practiced in mission-driven organizations, particularly in the non-profit sector (Bass & Avolio, 1994).

Conclusion

In this study of leadership development and capacity-building practices in non-profit organisation (NPOs) in Senegal, it was found that participative, flexible and transformational leadership approaches are effective when utilised in this sector. I have considered engage-to-empower type which is in harmony with the culture of Senegal of collective decision-making enhanced staff and volunteers' ownership. Flexible leadership is required to effectively operate in such environment that these NPOs are placed in, and thus the organizations are placed in a position to be adaptable to any changes. This examination focuses on how transformational leadership creatively supports organisational change by ensuring that organizational members' values correspond with that of the organisation and subsequently fosters organisational commitment in an attempt to achieve the goals of an organisation. However, every system of leadership management has its restrictions: For the participative leadership, there is the problem of skillful facilitation; while adaptive leadership quickly leads to exhaustion; and in the case of transformational leadership, there can easily be an issue of appropriate balance between vision and action. The results imply that leadership activities cannot be generic and should correspond to cultural/organizational environment of organizations. With these changes in mind, NPOs in Senegal and similar contexts can improve its performance, capacity, and capabilities in order to further its respective missions. The study also found it necessary to conduct subsequent research to establish the lasting change effects that these leadership practices exert on the organizational productivity and the part that environmental factors like government policies, and donors' mandates have to play in determining leadership and organizational outcomes.

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